



# **VALUES BASED LEADERSHIP**



# OVERVIEW



 Background

 Continuum

 Instructors as Leaders

 “The Big 5”





# BACKGROUND



## MCO 1500.56 Marine Corps Values Program (Dec 96)

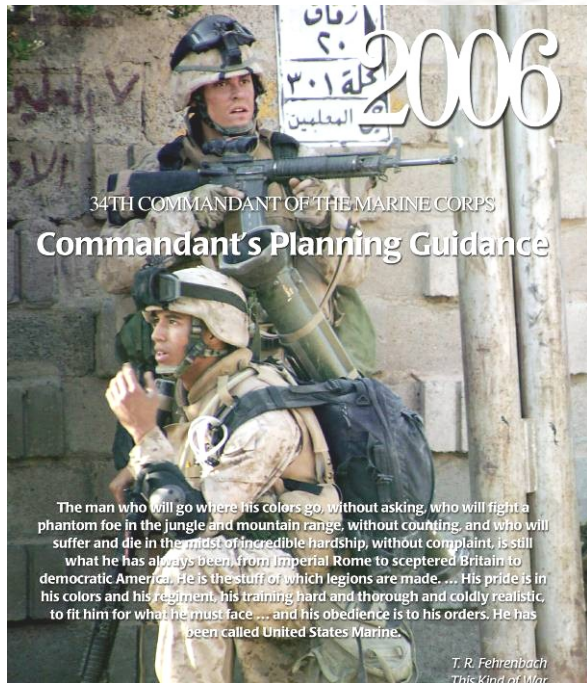
**Action:** Para 5.a. CG, MCCDC shall

- 3) **Incorporate** Marine Corps Values Instruction in all Marine Corps Formal Schools.
- 4) **Coordinate with Marine Detachment Commanding Officers**, Officers-in-Charge, and Staff Noncommissioned Officers-in-Charge at other service schools, attended by Marine Corps students, to incorporate Marine Corps Values instruction for Marines.

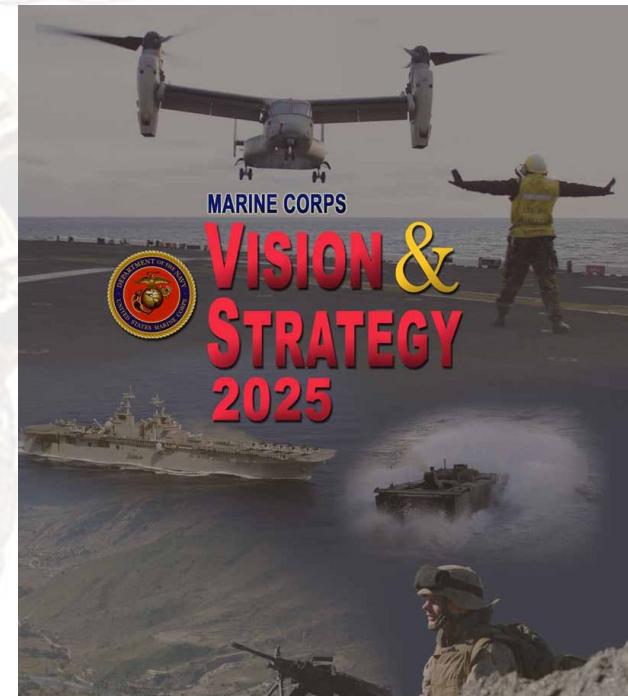




# CORE VALUES (2006- 2025)



**"The transformation that young Americans experience as they become United States Marines is a national treasure — one we must preserve and guard carefully. The values of Honor, Courage, and Commitment — imprinted on their souls during recruit training and strengthened thereafter — mark a Marine's character for a lifetime"**



**Core Values**  
**"Honor, Courage and Commitment"**

**"Rededicate ourselves to our Core Values and warrior ethos"**



# CORE VALUES DEFINITIONS



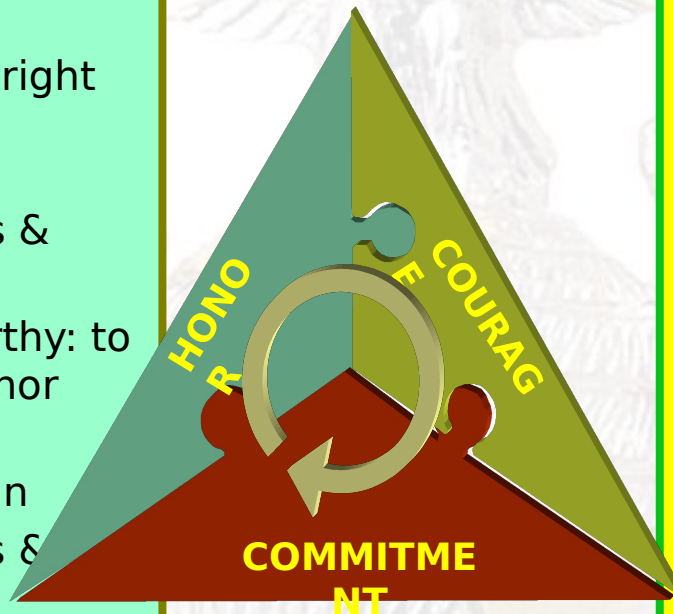
**Honor:** To live your life with integrity, responsibility, honesty, and respect

**Integrity:** To do what is right legally and morally

**Responsibility:** To be accountable for all actions & inactions

**Honesty:** To be trustworthy: to never lie, cheat, or steal; nor tolerate those who do

**Respect:** To value human life & dignity, our customs & courtesies, and our proud heritage



**Courage:** The mental, moral and physical strength to do what is right in the face of fear, uncertainty or intimidation

**Mental Strength:** A disciplined mind committed to personal and professional excellence

**Moral Strength:** A warrior spirit guided by our values, leadership traits and principles

**Physical Strength:** A body conditioned to succeed in combat & withstand hardships in any climate or place

**Commitment:** Unwavering, selfless dedication to mission accomplishment, and personal and professional responsibilities

**Unwavering:** Firm resolution and unbendable perseverance

**Selfless:** Place duty and others before self



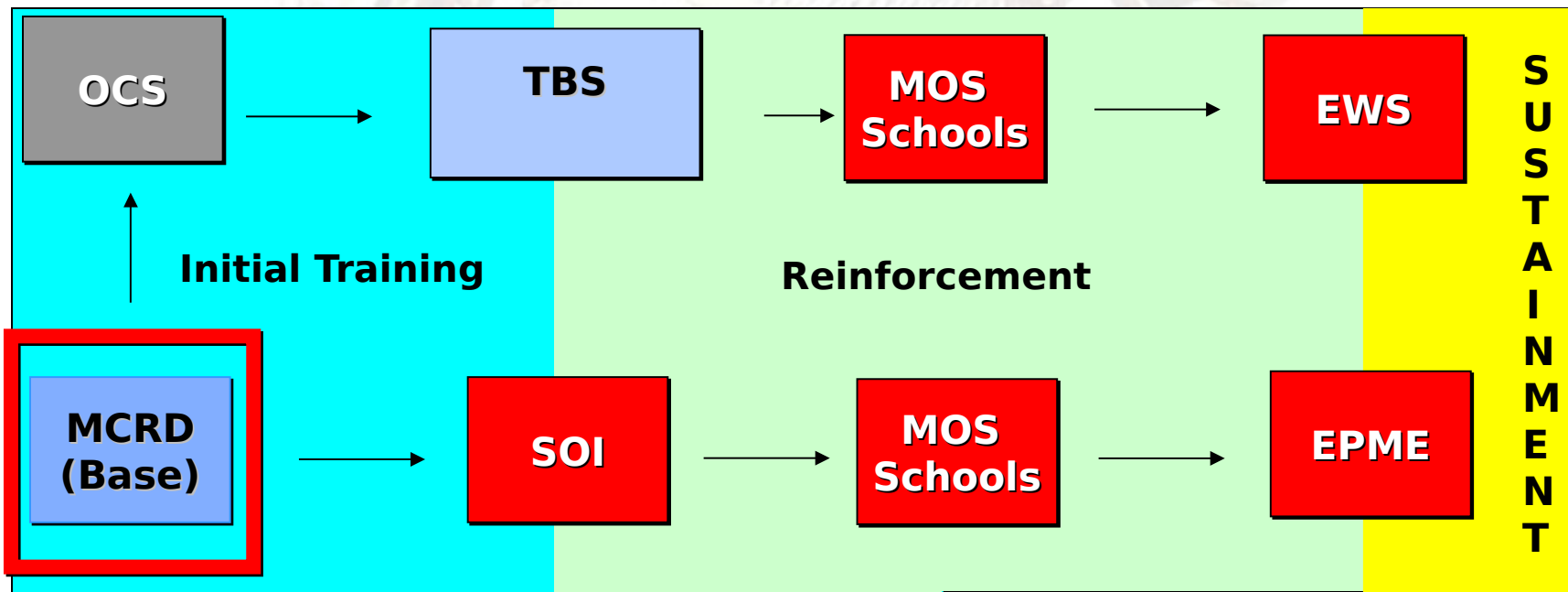


# VBL CONNECTING FILES



## • Establish Instructional Connecting Files in the T&E Continuum

- MCRD/TBS are base schools for Enlisted/Officer
  - TBS builds on OCS
- OCS derivative of MCRD
- Other schools reinforce earlier lessons







# INITIAL ENTRY TRAINING

(MCRDs, OCS)



Developed Values Based Training (VBT) construct



New 12-Week MCRD POI built upon the VBT construct



## PHASE

Transition  
n  
Week 12

Evaluation  
Week 11

Reinforcement  
Weeks 3-10

Foundation  
Weeks 1-2

# 12 WEEK POI



**Marine Week**  
Transition/Mentoring

**CRUCIBLE**  
Mental, Moral, and Physical  
Evaluation

**Organizational Values**

Mental  
Physical

Moral

Every Marine a Rifleman  
Fitness

Any Clime, Any Place

Small Unit Leadership  
Teamwork

Warrior Ethos

**Core Values, Leadership, Legacy**

**Ethics and Values**

DISCIPLINE

Military  
Skills

COMBAT  
CONDITIONING

ACADEMICS

MCMAP

CORE VALUE  
DISCUSSIONS

DRILL

WEEK

12

11

3 - 10

2

1





# REINFORCEMENT TRAINING

(SOI, MOS Schools, Career MOS Schools)



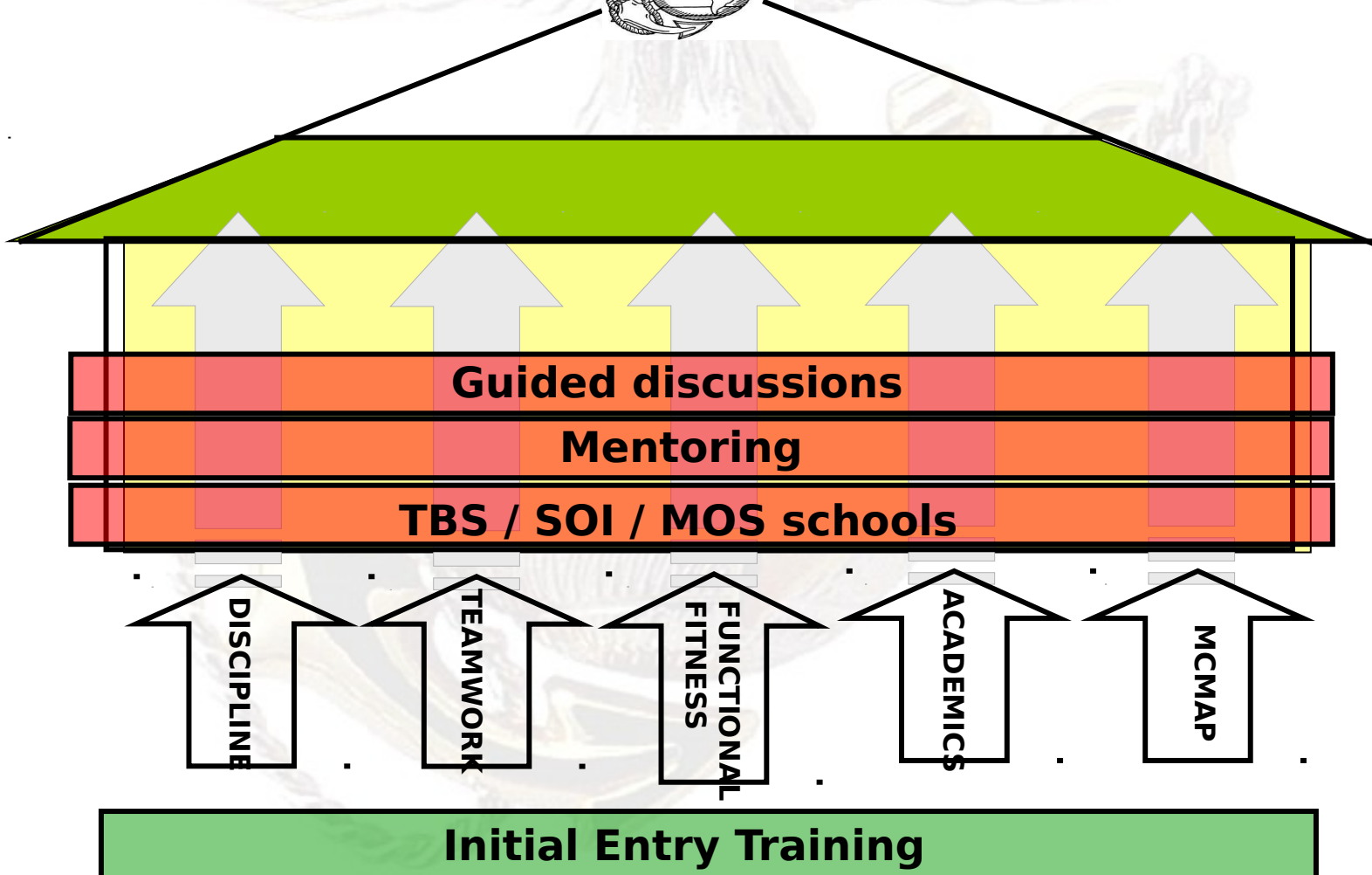
New MCT 29 day POI



New ITB 59 day POI



# REINFORCEMENT







# SUSTAINMENT TRAINING

## Operating Forces and PME



**MARINE CORPS  
COMMON  
SKILLS**

**Vol I & II**



**Command  
Climate**



**Mentorin  
g**



**Leadership**

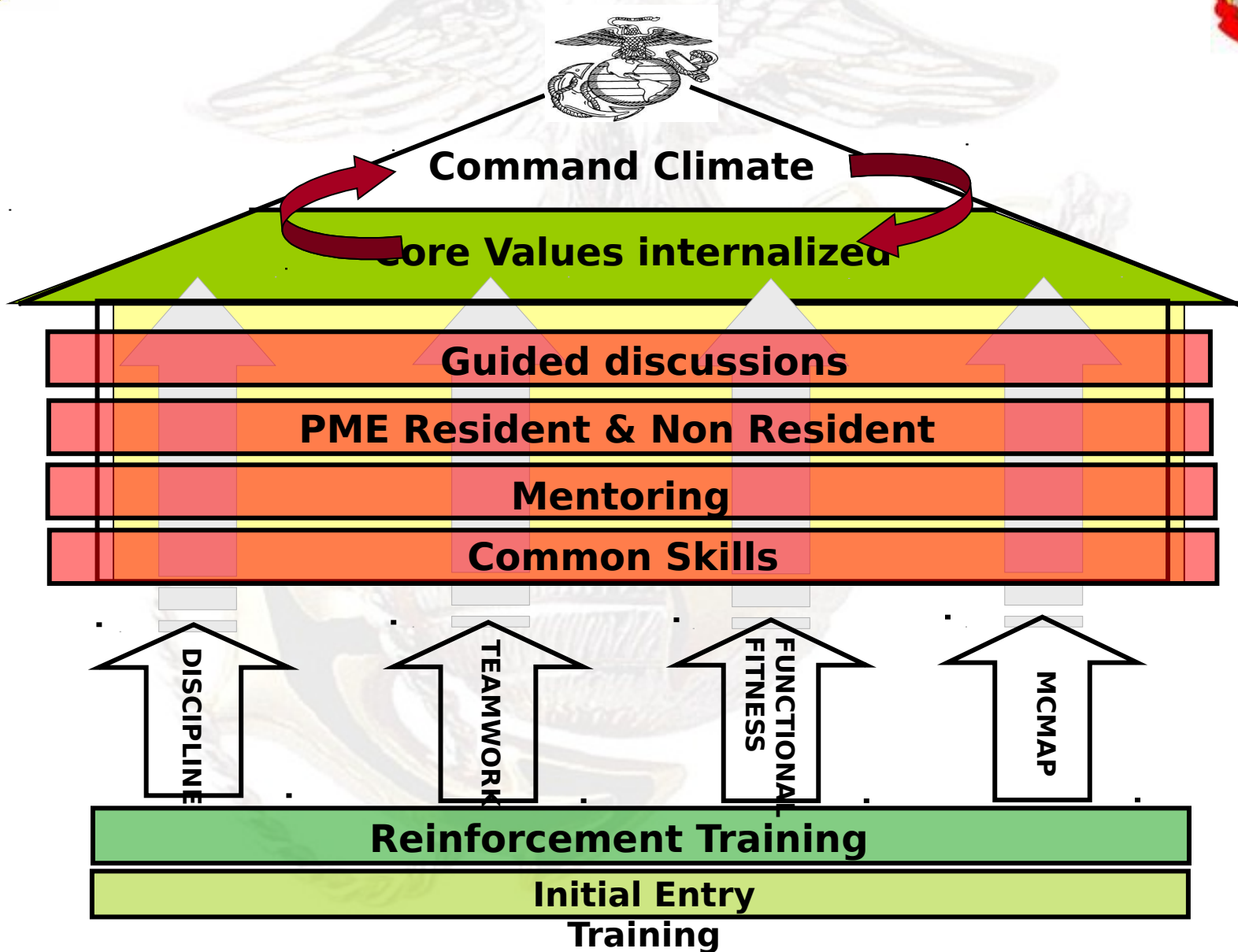


**Role**





# SUSTAINMENT





# TO DO LIST



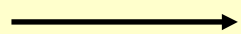
- ☐ **Update MCO 1500.58 Mentoring Program Order**
- ☐ **Integrate VBL into T3 School POI**
  - ☐ Guided Discussion Methodology using VBL scenario as a vehicle
  - ☐ Introduce additional instructional methods
- ☐ **Make a formal part of the VBL curriculum:**
  - ☐ MCWP 6-11, "Leading Marines",
  - ☐ Marine Corps Manual – Chapter 1 Sect B. "Military Leadership"
- ☐ **Provide rank-appropriate VBL to the Marines who do not attend resident PME via Distance learning (DL)**



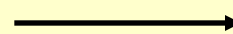
# CURRENT STATUS OF VBL



**“Crawl”**



**“Walk”**



**“Run”**



**Initial Entry Training**

**Reinforcement  
Training**

**Sustainment Training**

**MCRDs, OCS,**

**TBS, SOI, MOS  
Schools, Career  
MOS Schools, PME**

**Operating Forces /  
Units; PME**

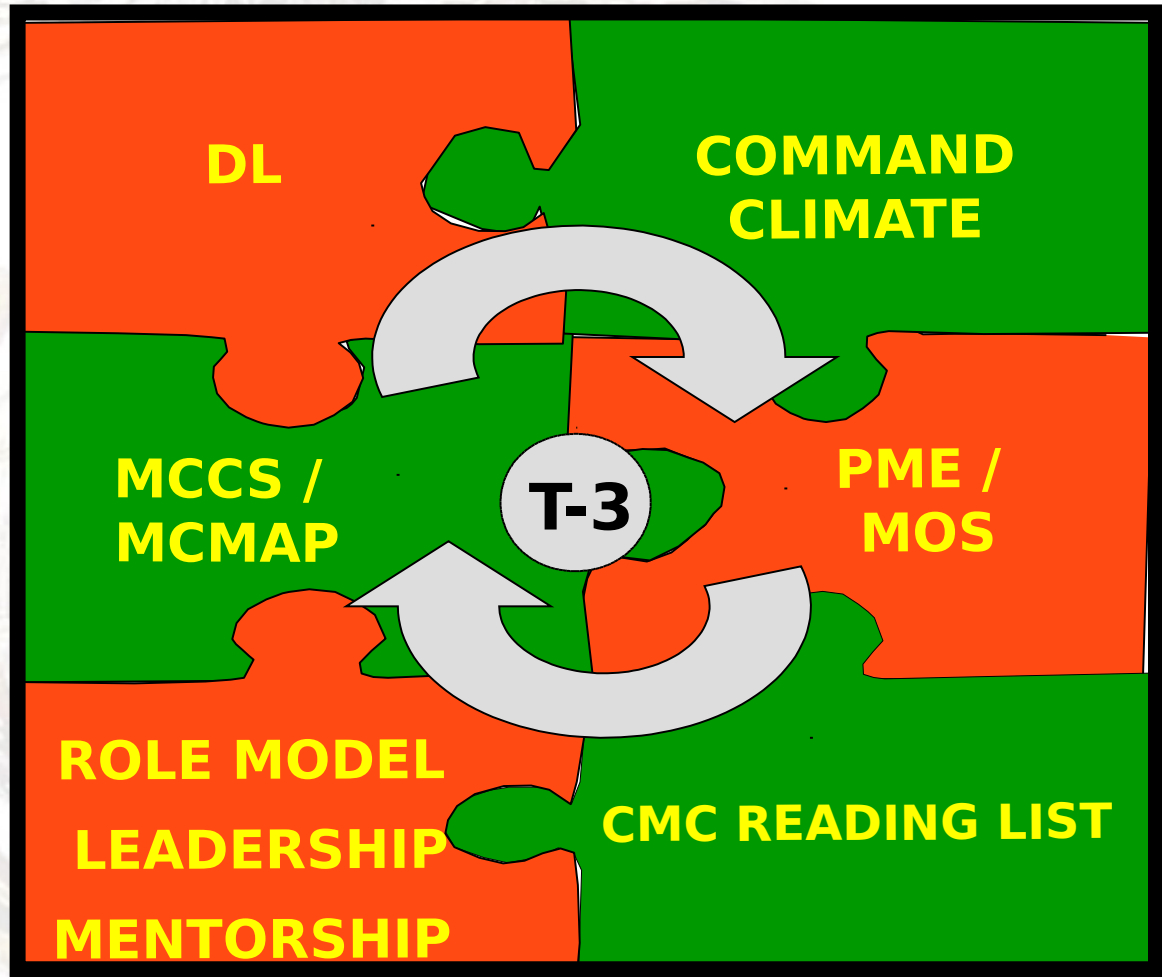
**Lecture, candidate-  
led discussion, and  
guided discussion**

**Some informal  
guided discussion  
(some**

**MCCS, Command  
Climate, Mentoring,  
Leadership, Role  
Models**



# TRAIN THE TRAINER (T-3)

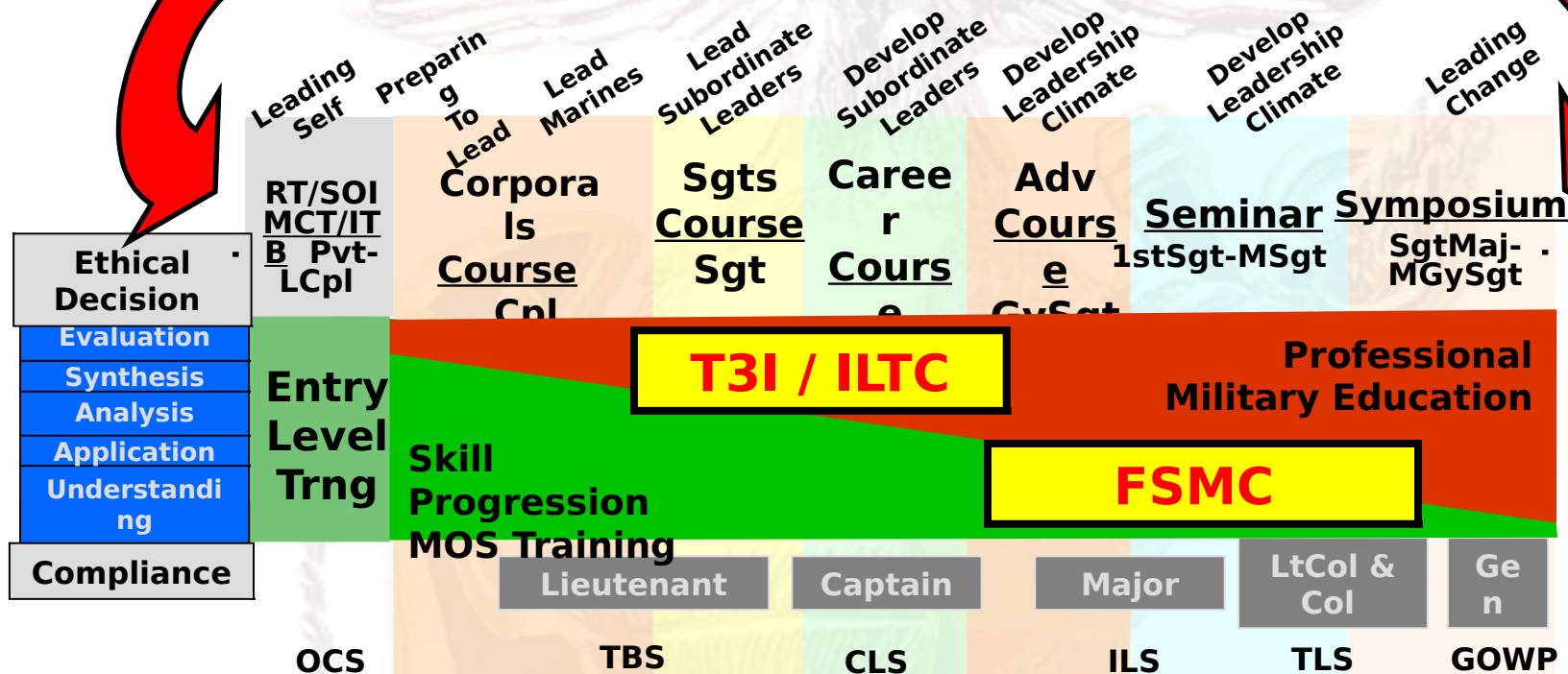






# T3S Throughout the Training and Education

**FSIC / ILC / CDC**



**Unit/Individual Training & Education**  
(MCCS/ATRs/Unit Training/Professional Self Study)

**URPC**



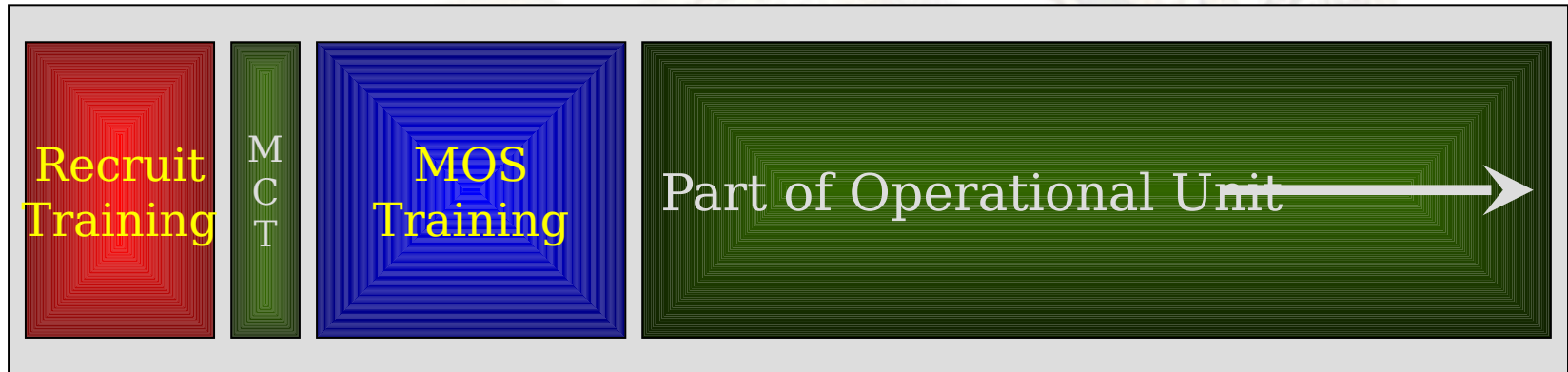




# Typical 1<sup>st</sup> Enlistment



- MENTORING
- LEADERSHIP/ETHICS DISCUSSIONS
- CALIBRATE THE MORAL COMPASS
- TIE-INS USING PT/MCMAP



-CORE VALUES  
TRAINING

-LEADERSHIP  
PRINCIPLES

-LEADERSHIP TRAITS

-MCMAP-HCC

-MENTORING

-NATURAL  
MATURATION


-DEPLOYMENTS-GET  
TO SEE THE WORLD

-VISUALIZE WORTH  
TO THE  
ORGANIZATION




# Values vs. Behavior



 **Marines will only get into trouble when their behavior clashes with USMC Values.**

- **Alignment with org goals and traditions**

 Should include purpose of development related to professional goals



# Flexibility

## Guided Discussion

**Role Playing**

**Case Study**

Coaching  
Mentoring  
Teaching

**Today:**

Suicide awareness  
Sexual Harassment  
Fraternization, etc.

**Tomorrow:**

Ethics in War  
Diversity  
???







# **“The Big 5”**



MCCS-VALU-1003/1004 Substance Abuse (Drug & Alcohol)



MCCS-VALU-1010 Prevent Suicide



MCCS-VALU-1013 Sexual Assault Prevention and Response (SAPR)



MCCS-LDR-1011 ORM/Safety




MCCS-LDR-1018 Report Combat Stress-Related Reaction and Injury



# Substance Abuse




 Alcohol abuse and the distribution, possession, or use of illegal drugs is contrary to the effective performance of Marines and to the Marine Corps' Mission, and will not be tolerated in the Marine Corps.

MCO P1700.24B Marine Corps Personal Services Manual Para 3011

- 1) MCO P1700.24B Marine Corps Personal Services Manual
- 2) MCO P1700.29 Marine Corps Semper Fit Program Manual
- 3) MCRP 6-11B Marine Corps Values: A User's Guide for Discussion Leaders



# Suicide Prevention

 All Commanders shall use Marine leaders, medical staff, chaplains, Semper Fit Coordinators, and Personal Services and Substance Abuse counseling Center counselors to coordinate, evaluate, and sustain an integrated program of awareness education, early identification and referral of at-risk personnel, treatment, and follow-up services.

MCO P1700.24B Marine Corps Personal Services Manual Para 3009

- 1) Marine Corps Community Services (MCCS) Website
- 2) R.A.C.E. bi-fold Pub # PCN: 50100435000
- 3) Record of Proceedings for the Recruit Training Suicide Prevention Workshop 27-28 August 2009
- 4) MCO P1700.24B Marine Corps Personal Services Manual



# SAPR



Sexual assault is a criminal act and will not be tolerated. The Marine Corps' goal is to eliminate sexual assaults within the Corps and to assist those Marines and sailors assigned to Marine Corps units affected by sexual assault. To facilitate that goal, commanders shall ensure all leaders and supervisors within their command are familiar with this Order and the guidance published in its enclosure.

MCO 1752.5A Sexual Assault Prevention and Response (SAPR) Program

- 1) SECNAVINST 1752.4 Sexual Assault Prevention and Response
- 2) Uniform Code of Military Justice
- 3) MCO 1752.5A Sexual Assault Prevention and Response Program





# ORM



The primary objective of ORM is to avoid unnecessary risk. Successful implementation of the ORM process will increase mission effectiveness while minimizing unnecessary loss of assets, both personnel and materiel. MCO 3500.27 describes the ORM process and defines ORM terms in the enclosure.

MCO

3500.27 Operational Risk Management (ORM)

- 1) MCO 3500.27B Operational Risk Management (ORM) (MAY 2004)





# Combat Stress



Combat Stress is the mental, emotional or physical tension, strain, or distress resulting from exposure to combat and combat-related conditions. Controlling combat stress is a command responsibility. In terms of Service members lost from action and reduced performance, combat stress seriously affects mission accomplishment. It is a leader's responsibility to take action to strengthen Service members' tolerance to combat stress and manage it in his or her unit.

Marines in Distress

MCRP 6-11C and Leaders Guide for Managing

- 1) Leaders Guide for Managing Marines in Distress
- 2) MCRP 6-11C Combat Stress





# Discussion